

State of Hawaii
Department of Public Safety
Health Care Division

Request for Proposals

RFP No. PSD 13-HCD-21 TEMPORARY NURSING SERVICES AT CORRECTIONAL FACILITIES STATEWIDE

Date Issued: December 14, 2012

Note: *It is the applicant's responsibility to check the public procurement notice website, the request for proposals website, or to contact the RFP point-of-contact identified in the RFP for any addenda issued to this RFP. The State shall not be responsible for any incomplete proposal submitted as a result of missing addenda, attachments or other information regarding the RFP.*

December 14, 2012

REQUEST FOR PROPOSALS
TEMPORARY NURSING SERVICES
FOR CORRECTIONAL FACILITIES STATEWIDE
RFP No. PSD 13-HCD-21

The Department of Public Safety, Health Care Division, is requesting proposals from qualified applicants to provide nursing services to inmates detained in the State's correctional institutions. The contract term will be for a two-year period commencing on April 14, 2012 or the date indicated on the Notice to Proceed with the option to extend for not more than three (3) additional twelve-month periods upon mutual agreement in writing. Multiple contracts will be awarded under this request for proposals.

Proposals shall be mailed, postmarked by the United States Postal Service on or before January 16, 2013, and received no later than 10 days from the submittal deadline. Hand delivered proposals shall be received no later than 4:30 p.m., Hawaii Standard Time (HST), on January 16, 2013, at the drop-off sites designated on the Proposal Mail-in and Delivery Information Sheet. Proposals postmarked or hand delivered after the submittal deadline shall be considered late and rejected. There are no exceptions to this requirement.

The Health Care Division will conduct a non-mandatory orientation meeting on December 20, 2012 from 1:00 p.m. to 2:00 p.m., HST, at 919 Ala Moana Blvd., Room 413, Honolulu, Hawaii and a telephone conference call at the same time and date. Call-ins shall dial in at (605) 475-4700, and enter 146321# when requested. All prospective applicants are encouraged to attend the orientation.

The deadline for submission of written questions is 4:30 p.m. HST on December 27, 2012. All written questions will receive a written response from the State by January 3, 2013.

Inquiries regarding this RFP should be directed in writing to the RFP Contact Person, Marc Yamamoto at 919 Ala Moana Blvd., Room 413, Honolulu, Hawaii 96814, email: marc.s.yamamoto@hawaii.gov or may be made by facsimile to (808) 587-1244.

PROPOSAL MAIL-IN AND DELIVERY INFORMATION SHEET

NUMBER OF COPIES TO BE SUBMITTED: One (1) Original + Three (3) Copies
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ALL MAIL-INS SHALL BE POSTMARKED BY THE UNITED STATES POSTAL SERVICE (USPS) NO LATER THAN January 16, 2013 **and received by the state purchasing agency no later than 10 days from the submittal deadline.**

All Mail-ins

Department of Public Safety
ASO-PC
919 Ala Moana Boulevard, Room 413
Honolulu, Hawaii 96814

PSD RFP COORDINATOR

Marc Yamamoto
Telephone: 808-587-1215
Facsimile: 808-587-1244
Email: marc.s.yamamoto@hawaii.gov

ALL HAND DELIVERIES SHALL BE ACCEPTED AT THE FOLLOWING SITES UNTIL **4:30 P.M., Hawaii Standard Time (HST)**, January 16, 2013. Deliveries by private mail services such as FEDEX shall be considered hand deliveries. Hand deliveries shall not be accepted if received after 4:30 p.m., January 16, 2013.

Drop-off Sites

Department of Public Safety
ASO-PC
919 Ala Moana Boulevard, Room 413
Honolulu, Hawaii 96814

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Section 1

Administrative Overview

Section 1

Administrative Overview

Applicants are encouraged to read each section of the RFP thoroughly. While sections such as the administrative overview may appear similar among RFPs, state purchasing agencies may add additional information as applicable. It is the responsibility of the applicant to understand the requirements of *each* RFP.

1.1 Procurement Timetable

Note that the procurement timetable represents the State's best estimated schedule. If an activity on this schedule is delayed, the rest of the schedule will likely be shifted by the same number of days. Contract start dates may be subject to the issuance of a notice to proceed.

<u>Activity</u>	<u>Scheduled Date</u>
Public notice announcing Request for Proposals (RFP)	<u>December 14, 2012</u>
Distribution of RFP	<u>December 14, 2012</u>
RFP orientation session	<u>December 20, 2012</u>
Closing date for submission of written questions for written responses	<u>December 27, 2012</u>
State purchasing agency's response to applicants' written questions	<u>January 3, 2013</u>
Discussions with applicant prior to proposal submittal deadline (optional)	<u>January 7, 2013</u> <u>To</u> <u>January 9, 2013</u>
Proposal submittal deadline	<u>January 16, 2013</u>
Discussions with applicant after proposal submittal deadline (optional)	<u>January 23, 2013</u> <u>To</u> <u>January 25, 2013</u>
Final revised proposals (optional)	<u>February 8, 2013</u>
Proposal evaluation period	<u>January 17, 2013</u> <u>to</u> <u>March 15, 2013</u>
Provider selection	<u>March 22, 2013</u>
Notice of statement of findings and decision	<u>April 1, 2013</u>
Contract start date	<u>April 14, 2013</u>

1.2 Website Reference

The State Procurement Office (SPO) website is <http://hawaii.gov/spo>

For	Click on "Doing Business with the State" tab or
1 Procurement of Health and Human Services	http://hawaii.gov/spo/health-human-svcs/doing-business-with-the-state-to-provide-health-and-human-services
2 RFP website	http://hawaii.gov/spo/general/procurement-notice-for-solicitations
3 Hawaii Revised Statutes (HRS) and Hawaii Administrative Rules (HAR) for Purchases of Health and Human Services	http://hawaii.gov/spo/general/statutes-and-rules/procurement-statutes-and-administrative-rules
4 Forms	http://hawaii.gov/spo/statutes-and-rules/general/spo-forms
5 Cost Principles	http://hawaii.gov/spo/health-human-svcs/cost-principles-for-procurement-of-health-and-human-services
6 Standard Contract -General Conditions, AG103F13	http://hawaii.gov/spo/general/gen-cond/general-conditions-for-contracts
7 Protest Forms/Procedures	http://hawaii.gov/spo/health-human-svcs/protestsreqforreconsideration/protests-requests-for-reconsideration-for-private-providers

Non-SPO websites

(Please note: website addresses may change from time to time. If a link is not active, try the State of Hawaii website at <http://hawaii.gov>)

For	Go to
8 Hawaii Compliance Express (HCE)	https://vendors.ehawaii.gov/hce/splash/welcome.html
9 Department of Taxation	http://hawaii.gov/tax/
10 Wages and Labor Law Compliance, HRS §103-055	http://capitol.hawaii.gov/hrscurrent
11 Department of Commerce and Consumer Affairs, Business Registration	http://hawaii.gov/dcca click "Business Registration"
12 Campaign Spending Commission	http://hawaii.gov/campaign

1.3 Authority

This RFP is issued under the provisions of the Hawaii Revised Statutes (HRS) Chapter 103F and its administrative rules. All prospective applicants are charged with presumptive knowledge of all requirements of the cited authorities. Submission of a valid executed proposal by any prospective applicant shall

constitute admission of such knowledge on the part of such prospective applicant.

1.4 RFP Organization

This RFP is organized into five sections:

Section 1, Administrative Overview: Provides applicants with an overview of the procurement process.

Section 2, Service Specifications: Provides applicants with a general description of the tasks to be performed, delineates provider responsibilities, and defines deliverables (as applicable).

Section 3, Proposal Application Instructions: Describes the required format and content for the proposal application.

Section 4, Proposal Evaluation: Describes how proposals will be evaluated by the state purchasing agency.

Section 5, Attachments: Provides applicants with information and forms necessary to complete the application.

1.5 Contracting Office

The Contracting Office is responsible for overseeing the contract(s) resulting from this RFP, including system operations, fiscal agent operations, and monitoring and assessing provider performance. The Contracting Office is:

Deborah Stampfle

Department of Public Safety

919 Ala Moana Boulevard, Room 407

Honolulu, Hawaii 96814

Phone (808) 587-3381 Fax: (808) 587-3378

1.6 RFP Contact Person

From the release date of this RFP until the selection of the successful provider(s), any inquiries and requests shall be directed to the sole point-of-contact identified below.

CONTACT PERSON: Marc Yamamoto

ADDRESS: Department of Public Safety
Administrative Services Office
919 Ala Moana Blvd., Room 413
Honolulu, Hawaii 96814

TELEPHONE: (808) 587-1215 FACSIMILE: (808) 587-1244

E-MAIL: marc.s.yamamoto@hawaii.gov

1.7 Orientation

An orientation for applicants in reference to the request for proposals will be held as follows:

Date: December 20, 2012 **Time:** 1:00 PM, HST
Location: 919 Ala Moana Boulevard, Room 413
Honolulu, Hawaii 96813

A **telephone conference** call at the same time and date. Call-ins shall dial in at (605) 475-4700, and enter 146321# when requested.

Applicants are encouraged to submit written questions prior to the orientation. Impromptu questions will be permitted at the orientation and spontaneous answers provided at the state purchasing agency's discretion. However, answers provided at the orientation are only intended as general direction and may not represent the state purchasing agency's position. Formal official responses will be provided in writing. To ensure a written response, any oral questions should be submitted in writing following the close of the orientation, but no later than the submittal deadline for written questions indicated in the subsection 1.8, Submission of Questions.

1.8 Submission of Questions

Applicants may submit questions to the RFP Contact Person identified in Section 1.6. Written questions should be received by the date and time specified in Section 1.1 Procurement Timetable. The purchasing agency will respond to written questions by way of an addendum to the RFP.

Deadline for submission of written questions:

Date: December 27, 2012 **Time:** 2:00 PM HST

State agency responses to applicant written questions will be provided by:

Date: January 3, 2013

1.9 Submission of Proposals

A. **Forms/Formats** - Forms, with the exception of program specific requirements, may be found on the State Procurement Office website referred to in subsection 1.2, Website Reference. Refer to the Section 5, Proposal Application Checklist for the location of program specific forms.

1. **Proposal Application Identification (Form SPOH-200)**. Provides applicant proposal identification.

2. **Proposal Application Checklist.** The checklist provides applicants specific program requirements, reference and location of required RFP proposal forms, and the order in which all proposal components should be collated and submitted to the state purchasing agency.
 3. **Table of Contents.** A sample table of contents for proposals is located in Section 5, Attachments. This is a sample and meant as a guide. The table of contents may vary depending on the RFP.
 4. **Proposal Application (Form SPOH-200A).** Applicant shall submit comprehensive narratives that address all proposal requirements specified in Section 3, Proposal Application Instructions, including a cost proposal/budget, if required.
- B. **Program Specific Requirements.** Program specific requirements are included in Sections 2 and 3, as applicable. Required Federal and/or State certifications are listed on the Proposal Application Checklist in Section 5.
- C. **Multiple or Alternate Proposals.** Multiple or alternate proposals shall not be accepted unless specifically provided for in Section 2. In the event alternate proposals are not accepted and an applicant submits alternate proposals, but clearly indicates a primary proposal, it shall be considered for award as though it were the only proposal submitted by the applicant.
- D. **Hawaii Compliance Express (HCE).** All providers shall comply with all laws governing entities doing business in the State. Providers shall register with HCE for online compliance verification from the Hawaii State Department of Taxation (DOTAX), Internal Revenue Service (IRS) , Department of Labor and Industrial Relations (DLIR) , and Department of Commerce and Consumer Affairs (DCCA) . There is a nominal annual registration fee (currently \$12) for the service. The HCE's online "Certificate of Vendor Compliance" provides the registered provider's current compliance status as of the issuance date, and is accepted for both contracting and final payment purposes. Refer to **subsection 1.2, Website Reference**, for HCE's website address.
- **Tax Clearance.** Pursuant to HRS §103-53, as a prerequisite to entering into contracts of \$25,000 or more, providers are required to have a tax clearance from DOTAX and the IRS. (See subsection 1.2, Website Reference for DOTAX and IRS website address.)
 - **Labor Law Compliance.** Pursuant to HRS §103-55, providers shall be in compliance with all applicable laws of the federal and state governments relating to workers' compensation, unemployment compensation, payment of wages, and safety. (See subsection 1.2, Website Reference for DLIR website address.)

- **DCCA Business Registration.** Prior to contracting, owners of all forms of business doing business in the state except sole proprietorships, charitable organizations, unincorporated associations and foreign insurance companies shall be registered and in good standing with the DCCA, Business Registration Division. Foreign insurance companies must register with DCCA, Insurance Division. More information is on the DCCA website. (See subsection 1.2, Website Reference for DCCA website address.)
- E. **Wages Law Compliance.** If applicable, by submitting a proposal, the applicant certifies that the applicant is in compliance with HRS §103-55, Wages, hours, and working conditions of employees of contractors performing services. Refer to HRS §103-55, at the Hawaii State Legislature website. (See subsection 1.2, Website Reference for DLIR website address.)
- F. **Campaign Contributions by State and County Contractors.** HRS §11-355 prohibits campaign contributions from certain State or county government contractors during the term of the contract if the contractors are paid with funds appropriated by a legislative body. Refer to HRS §11-355. (See subsection 1.2, Website Reference for Campaign Spending Commission website address.)
- G. **Confidential Information.** If an applicant believes any portion of a proposal contains information that should be withheld as confidential, the applicant shall request in writing nondisclosure of designated proprietary data to be confidential and provide justification to support confidentiality. Such data shall accompany the proposal, be clearly marked, and shall be readily separable from the proposal to facilitate eventual public inspection of the non-confidential sections of the proposal.

Note that price is not considered confidential and will not be withheld.

- H. **Proposal Submittal.** All mail-ins shall be postmarked by the United States Postal System (USPS) and received by the State purchasing agency no later than the submittal deadline indicated on the attached Proposal Mail-in and Delivery Information Sheet, or as amended. All hand deliveries shall be received by the State purchasing agency by the date and time designated on the Proposal Mail-In and Delivery Information Sheet, or as amended. Proposals shall be rejected when:
1. Postmarked after the designated date; or
 2. Postmarked by the designated date but not received within 10 days from the submittal deadline; or
 3. If hand delivered, received after the designated date and time.

The number of copies required is located on the Proposal Mail-In and Delivery Information Sheet. Deliveries by private mail services such as

FEDEX shall be considered hand deliveries and shall be rejected if received after the submittal deadline. Dated USPS shipping labels are not considered postmarks.

Proposals submitted via facsimile or email will NOT be accepted.

1.10 Discussions with Applicants

- A. **Prior to Submittal Deadline.** Discussions may be conducted with potential applicants to promote understanding of the purchasing agency's requirements.
- B. **After Proposal Submittal Deadline -** Discussions may be conducted with applicants whose proposals are determined to be reasonably susceptible of being selected for award, but proposals may be accepted without discussions, in accordance with HAR §3-143-403.

1.11 Opening of Proposals

Upon the state purchasing agency's receipt of a proposal at a designated location, proposals, modifications to proposals, and withdrawals of proposals shall be date-stamped, and when possible, time-stamped. All documents so received shall be held in a secure place by the state purchasing agency and not examined for evaluation purposes until the submittal deadline.

Procurement files shall be open to public inspection after a contract has been awarded and executed by all parties.

1.12 Additional Materials and Documentation

Upon request from the state purchasing agency, each applicant shall submit additional materials and documentation reasonably required by the state purchasing agency in its evaluation of the proposals.

1.13 RFP Amendments

The State reserves the right to amend this RFP at any time prior to the closing date for final revised proposals.

1.14 Final Revised Proposals

If requested, final revised proposals shall be submitted in the manner and by the date and time specified by the state purchasing agency. If a final revised proposal is not submitted, the previous submittal shall be construed as the applicant's final revised proposal. *The applicant shall submit **only** the section(s) of the proposal that are amended, along with the Proposal Application*

Identification Form (SPOH-200). After final revised proposals are received, final evaluations will be conducted for an award.

1.15 Cancellation of Request for Proposal

The RFP may be canceled and any or all proposals may be rejected in whole or in part, when it is determined to be in the best interest of the State.

1.16 Costs for Proposal Preparation

Any costs incurred by applicants in preparing or submitting a proposal are the applicants' sole responsibility.

1.17 Provider Participation in Planning

Provider(s), awarded a contract resulting from this RFP,

☐ are required

☒ are not required

to participate in the purchasing agency's future development of a service delivery plan pursuant to HRS §103F-203.

Provider participation in a state purchasing agency's efforts to plan for or to purchase health and human services prior to the release of a RFP, including the sharing of information on community needs, best practices, and providers' resources, shall not disqualify providers from submitting proposals, if conducted in accordance with HAR §3-142-202 and 3-142-203.

1.18 Rejection of Proposals

The State reserves the right to consider as acceptable only those proposals submitted in accordance with all requirements set forth in this RFP and which demonstrate an understanding of the problems involved and comply with the service specifications. Any proposal offering any other set of terms and conditions contradictory to those included in this RFP may be rejected without further notice.

A proposal may be automatically rejected for any one or more of the following reasons:

- (1) Rejection for failure to cooperate or deal in good faith. (HAR §3-141-201)
- (2) Rejection for inadequate accounting system. (HAR §3-141-202)
- (3) Late proposals (HAR §3-143-603)
- (4) Inadequate response to request for proposals (HAR §3-143-609)
- (5) Proposal not responsive (HAR §3-143-610(a)(1))
- (6) Applicant not responsible (HAR §3-143-610(a)(2))

1.19 Notice of Award

A statement of findings and decision shall be provided to each responsive and responsible applicant by mail upon completion of the evaluation of competitive purchase of service proposals.

Any agreement arising out of this solicitation is subject to the approval of the Department of the Attorney General as to form, and to all further approvals, including the approval of the Governor, required by statute, regulation, rule, order or other directive.

No work is to be undertaken by the provider(s) awarded a contract prior to the contract commencement date. The State of Hawaii is not liable for any costs incurred prior to the official starting date.

1.20 Protests

Pursuant to HRS §103F-501 and HAR Chapter 148, an applicant aggrieved by an award of a contract may file a protest. The Notice of Protest form, SPOH-801, and related forms are available on the SPO website. (See subsection 1.2, Website Reference for website address.) Only the following matters may be protested:

- (1) A state purchasing agency's failure to follow procedures established by Chapter 103F of the Hawaii Revised Statutes;
- (2) A state purchasing agency's failure to follow any rule established by Chapter 103F of the Hawaii Revised Statutes; and
- (3) A state purchasing agency's failure to follow any procedure, requirement, or evaluation criterion in a request for proposals issued by the state purchasing agency.

The Notice of Protest shall be postmarked by USPS or hand delivered to 1) the head of the state purchasing agency conducting the protested procurement and 2) the procurement officer who is conducting the procurement (as indicated below) within five working days of the postmark of the Notice of Findings and Decision sent to the protestor. Delivery services other than USPS shall be considered hand deliveries and considered submitted on the date of actual receipt by the state purchasing agency.

Head of State Purchasing Agency	Procurement Officer
Name: Ted Sakai	Name: Teresita Fernandez
Title: Interim Director	Title: Acting Business Management Officer

Mailing Address: 919 Ala Moana Boulevard, Room 400 Honolulu, Hawaii 96814	Mailing Address: 919 Ala Moana Boulevard, Room 413 Honolulu, Hawaii 96814
Business Address: Same as above.	Business Address: Same as above.

1.21 Availability of Funds

The award of a contract and any allowed renewal or extension thereof, is subject to allotments made by the Director of Finance, State of Hawaii, pursuant to HRS Chapter 37, and subject to the availability of State and/or Federal funds.

1.22 General and Special Conditions of Contract

The general conditions that will be imposed contractually are on the SPO website. (See subsection 1.2, Website Reference for website address.) Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary.

1.23 Cost Principles

To promote uniform purchasing practices among state purchasing agencies procuring health and human services under HRS Chapter 103F, state purchasing agencies will utilize standard cost principles outlined in Form SPOH-201, which is available on the SPO website. (See subsection 1.2 Website Reference for website address.) Nothing in this section shall be construed to create an exemption from any cost principle arising under federal law.

Section 2

Service Specifications

Section 2

Service Specifications

2.1 Introduction

A. Overview, purpose or need

The Department of Public Safety, Health Care Division is responsible for the provision of health care to the individuals who are incarcerated throughout the State of Hawaii. This includes medical, dental and mental health services. There are eight facilities in the State of Hawaii. The correctional facilities are located on the islands of Oahu, Kauai, Maui and Hawaii. Hawaii correctional facilities are accredited through the National Commission on Correctional Health Care.

The Department of Public Safety Health Care Division has a need to fill temporary vacant nursing positions within its facilities resulting from staff turnovers, vacations or leaves of absence.

The major thrust of nursing care in a correctional setting is the provision of primary care services for the inmate population from the time of entry into the system, through transfers to other institutions, to final release from custody.

Primary health services in this field include the use of all aspects of the nursing process in:

1. Performing screening activities, which includes health assessments;
2. Providing direct health care services;
3. Assessing individual health behaviors;
4. Recognizing mental health conditions
5. Providing education and counseling on related health issues;
6. Assisting individuals in assuming responsibility for their own health care to the best of their ability, knowledge and circumstances;
7. Providing emergency supportive care, CPR and first aid to the best of their ability, knowledge and circumstances.
8. Coordinating release planning with community medical or psychiatric agencies when appropriate.

Nursing practice in correctional facilities is characterized by a high degree of autonomy. The nurse is expected to make independent assessments, plan appropriate intervention, and provide care. As such, any referred nurse

must have at least 6 months of nursing experience preferably in a hospital or other acute care facility

Effective nursing practice in a correctional facility requires a variety of assessment and critical thinking skills, including interviewing, communication, physical assessment, behavioral observations and treatment planning.

It is essential that the nurse in a correctional facility be knowledgeable about the principles of prevention, control and surveillance for communicable diseases such as flu, tuberculosis, hepatitis, HIV, and sexually transmitted diseases,

The practice of nursing within the non-traditional environment of a correctional setting offers additional challenges to the practitioner. The nurse must consistently maintain professional boundaries within an environment of potentially manipulative clients. Nurses must work collaboratively within the confines of a security driven environment requiring particular diligence to the management of everyday implements such as pens and scissors as well as when performing medical treatments or procedures utilizing sharp objects.

The Scope and Standards of Nursing Practice in Correctional Facilities as established by the American Nurses Association serves as a basis for nursing practice within the Health Care Division.

The work may involve moderate risks for discomfort secondary to required special safety precautions, such as, the provision of nursing care must only be completed when a security guard is present possibly delaying immediate intervention. In addition, there is the possibility of exposure to contagious diseases or infections. The use of standard precautions is routinely followed at all facilities and is appropriate for nearly all situations. The nurse may however, be required to use personal protective devices such as gloves, masks, goggles, and N-95 respirators or protective gowns, if necessary.

Exact quantities for nursing services cannot be determined. Requests for services shall be based on needs of nursing services throughout the contract period.

B. Planning activities conducted in preparation for this RFP

Pursuant to HAR, Chapter 3-142-202(e), the head of purchasing agency has waived the requirement for the issuance of a request for information on the

basis that the following have remained unchanged: target population for services; the geographic location; and the scope of services.

C. Description of the service goals

Service provider(s) shall furnish the requesting facilities with nurses who are proficient in the full scope of nursing practice permitted under their licensure. These skills shall include but not be limited to the provision of initial and ongoing nursing assessments, the ability to critically think and develop strategies of nursing care. The ability to exercise sound clinical judgment based on nursing knowledge and to develop or contribute to the development of nursing diagnoses and plans of care. In addition, nurses must be experienced in medication administration, the operation of special medical equipment such as EKG machines, nebulizers, the use of oxygen etc. Nurses must be competent and confident in responding to emergency situations. Nurses frequently are the first line of medical intervention and as such, carry a large responsibility for the overall maintenance of inmate mental and physical health. CNAs must be experienced in the provision of basic patient care including all activities of daily living, basic procedures such as taking vital signs, collecting lab specimens, performing range of motion exercises.

D. Description of the target population to be served

The target population served is incarcerated adult males and females, who are confined in either prisons or jails. The majority of health care needs fall into the management of acute episodes of illness, the management of chronic diseases or mental health services.

E. Geographic coverage of service

Service provider(s) shall furnish LPN, RN, CNA nursing services, as requested, to the correctional facilities of the Department of Public Safety on the islands of Oahu, Hawaii, Maui and Kauai.

F. Probable funding amounts, source, and period of availability

The total funding for the resultant contracts is estimated at \$2,400,000 for each year of the contract, subject to the availability of funds after June 30, 2013. Purchase orders shall be issued for services rendered.

2.2 Contract Monitoring and Evaluation

The criteria by which the performance of the contract will be monitored and evaluated are:

- (1) Performance/Outcome Measures
- (2) Output Measures
- (3) Quality of Care/Quality of Services
- (4) Financial Management
- (5) Administrative Requirements

2.3 General Requirements

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

Service provider(s) shall have at least twelve (12) months experience operating a nursing service business. Proof shall be furnished upon request.

Service provider(s) shall conduct business during normal working hours and shall also be accessible twenty-four (24) hours a day, seven (7) days a week, to respond to requests and/or complaints.

Service provider(s) shall have an office located in the State of Hawaii.

Service provider(s) shall be responsible for payment of all applicable federal, state, and county taxes and fees which may become due and owing by the service provider by reason of this RFP, including but limited to income taxes, employment related fees, assessments and taxes, and the State of Hawaii General Excise Tax.

Service provider(s) shall be required to maintain a commercial general liability insurance and medical professional liability insurance of at least two million dollars (\$2,000,000.00) each. The Department of Public Safety shall be named as additional insured.

Service provider(s) shall provide Licensed Practical Nurses, Registered Nurses and Clinic Nursing Assistants hereinafter referred to as LPNs, RNs and CNAs, to fulfill the requirement of this contract and shall endeavor to assign the same nurse to the requesting facility whenever possible.

Service provider(s) will assure that all referred nurses possess at least 6 months of recent (within the last 3 years) nursing experience gained in a hospital or similar acute care setting

Service provider(s) shall ensure that each of the LPNs, RNs and CNAs referred to any of the facilities shall have passed a criminal background check completed by the service provider. The service provider will also request each LPN, RNs and CNAs to disclose any relationships between the referred nurse and any person under the custody of the Department of Corrections. This includes relatives, friends, or any other type of close personal relationship. The service provider shall notify the facility requesting the nurse of any known relationships with the referred nurse prior to referral. The nurse administrator or designee will work with the facility's security personnel to determine if the referred nurse is acceptable for placement in the facility.

Service provider(s) shall ensure that each of the LPN, RNs and CNAs referred to any of the facilities possesses a current and valid nursing license or applicable certification issued by the State of Hawaii, current CPR and AED training card, and current N-95 respirator fit testing and a personal respirator. A copy of each nurse's license, certification and CPR card shall be provided to the requesting facility. The nurse's social security number and birth date shall also be provided to the requesting facility to obtain entrance clearance.

Service provider(s) shall provide referred LPN, RNs and CNAs with a photo identification card that will be worn at all times during scheduled work shifts at facilities.

Service provider(s) shall notify referred nurses of the dress code, which is standard nursing attire such as scrubs and closed shoes. No sleeveless or low cut tops, short skirts, capri pants, shorts or high heels. Jewelry is limited to a watch, wedding ring and post style earrings. Cell phones are not permitted inside the facilities.

Two categories of services shall be required under this contract. The first is a long-term hire to fill a vacant position for a period of three to six months, minimum. The second category is a temporary hire to fill a critical shift and is vacant due to vacation status or illness of a State employee.

B. Secondary purchaser participation
(Refer to HAR §3-143-608)

After-the-fact secondary purchases will be allowed.
Planned secondary purchases: None.

C. **Multiple or alternate proposals**

(Refer to HAR §3-143-605)

☐ Allowed ☒ Unallowed

D. **Single or multiple contracts to be awarded**

(Refer to HAR §3-143-206)

☐ Single ☐ Multiple ☒ Single & Multiple

Criteria for multiple awards: In order to qualify for an award, the provider shall submit prices for both Long-term hire and temporary hire for LPN, RNs and CNAs, applicable to any facility statewide. A maximum of three service providers will be awarded contracts for LPN, RNs and CNAs. The service provider must provide all requested levels of health care practitioners. The order of each awarded applicant shall be determined as specified on page 4-4 herein. Service Provider No. 1 shall be the applicant passing the minimum qualifications and having the lowest composite unit price. Service Provider No. 2, Service Provider No. 3, and Service Provider

E. **Single or multi-term contracts to be awarded**

(Refer to HAR §3-149-302)

☐ Single term (2 years or less) ☒ Multi-term (more than 2 years)

Contract terms:

Initial term of contract: Twenty-four months from April 14, 2013, or the commencement date stated on the Notice to Proceed.

Length of each extension: Twelve months.

Number of possible extensions: Two.

Maximum length of contract: Forty-eight months.

Conditions for extension: Subject to the satisfactory performance by the provider, the availability of funds, and upon prior written mutual agreement.

2.4 **Scope of Work**

The scope of work encompasses the following tasks and responsibilities:

When the need for nursing services under this contract is determined by a facility, the facility's health care administrator or nursing representative shall place an oral request via telephone with Service Provider No. 1. The request shall include all necessary information pertaining to the assignment of the nurse

during the request period including the type of nurse required and the dates and shifts which the nurse is required to work.

Service Provider No. 1 shall confirm whether or not the request for services can be filled and shall follow up in writing to the requesting facility. If Service Provider No. 1 is unable to provide the required LPN/RN/CNA, the requesting facility shall contact Service Provider No. 2. If Service Provider No. 2 cannot fill the request, then Service Provider No. 3 will be contacted and so on. If none of the service providers can fill the request, the requesting facility reserves the right to obtain the required services from other available sources in the open market.

The service provider for temporary hire positions shall provide the requesting facility with an immediate answer as to whether or not they can fill the request within two (2) hours after the request is received. The service provider for long term hours shall have forty-eight (48) hours to confirm whether or not they are able to fill the request within a period of two (2) weeks from the time the request is made.

The service provider(s) shall provide nurses for any shift, seven (7) days per week, as requested. The schedules are variable and will be arranged according to the facility's needs. The State reserves the right to cancel scheduled shifts at anytime for any reason. Service provider is responsible to assure assigned staff is aware of the temporary nature of their assignments.

Regular time is considered an eight (8) hour or 10 (10)-hour day depending on the work shift of the facility, forty (40) hours per week regardless of the shift. Overtime is considered after the nurse has worked forty (40) hours per week within the correctional system and is reimbursed at time and a half regardless of whether the nurse works at one facility or a combination of facilities. The nurse shall not qualify for overtime if the forty (40) hours is accumulated as a result of being referred by more than one service provider for that workweek or if the 40 hours is accumulated through a combination of corrections and non- corrections assignments

Pay for other than regular pay shall be allowed for holidays. Holidays under this contract are limited to the holidays listed below. If a facility requests service provider's nurse to work on a recognized holiday between 12:01 a.m. and 11:59 p.m., the holiday rate applies whether or not the nurse has worked forty (40) hours in that workweek.

The following days of each year are established as holidays: New Year's Day, Dr. Martin Luther King, Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

A. **Service Activities**

(Minimum and/or mandatory tasks and responsibilities)

1. Service provider(s) shall furnish LPN/RN/CNA nursing services under this contract to the following Department of Public Safety correctional facilities, as requested:

a. Oahu

- Halawa Correctional Facility (HCF)
99-902 Moanalua Hwy.
Aiea, HI 96701 Telephone (808) 484-7292
- Oahu Community Correctional Center (OCCC)
2199 Kamehameha Hwy.
Honolulu, HI 96819 Telephone (808) 832-1682
- Women's Community Correctional Center (WCCC)
42-477 Kalaniana'ole Hwy.
Kailua, HI 96734 Telephone (808) 266-9697
- Waiawa Correctional Facility (WCF)
P. O. Box 1839
Pearl City, HI 96782 Telephone (808) 677-6160

b. Hawaii

- Kulani Correctional Facility (KCF) (To be reactivated in 2014)
HC 1, Stainback Hwy.
Hilo, HI 96720 Telephone: (808) 935-2280
- Hawaii Community Correctional Facility (HCCC)
60 Punahele St.
Hilo, HI 96720 Telephone: (808) 933-0428

c. Maui

- Maui Community Correctional Center (MCCC)
600 Waiale Dr.
Wailuku, HI 96720 Telephone: (808) 243-5864

d. Kauai

- Kauai Community Correctional Center (KCCC)
5350 Kuhio Hwy
Lihue, HI 96766 Telephone: (808) 241-3062

2. Nurse Responsibility and Duties

a.) General

While providing patient care services at any of the correctional facilities listed herein, each nurse shall comply with all provisions of the licensing laws or applicable certification under which he/she is licensed or certified, with regulations promulgated thereunder, and each shall comply with all nursing policies and procedures adopted by the facilities to protect the health and welfare of its patients.

Guidelines under which the nurses will be required to work are the guidelines that are the well-established departmental policy, provider orders, memoranda, directives, nurse protocols, and Health Care Division and Branch Policies and Procedures. The nurse shall use his/her judgment in selecting a course of action when any one of several could be appropriate, e.g., a patient's change in condition may warrant either continual intensive observation, informing charge nurse, calling a physician, or initiating preplanned emergency treatment.

Orientation. It shall be the responsibility of the correctional facility to orient LPN, RNs and CNAs to the facilities and acquaint them with the correctional nursing policies as may be necessary for performance of their duties. The Department of Public Safety agrees to provide a minimum of sixteen (16) hours of unpaid orientation time to all new assignees to the assigned correctional facility. Depending on which of the facilities the LPN, RNs and CNAs had been previously oriented, there may be an additional eight (8) hours of unpaid orientation required. Orientation includes, but is not limited to (1) Policy and procedures, (2) Nursing protocols , (3) Communicable disease precautions, (4) infection control practice, (5) fire safety, electrical safety, (6) patient's rights, (7) Clinic functions and activities (8) security issues, with annual updates.

All employees who work in the correctional setting will read and sign off on the Correctional Orientation Handout, which will be provided to the service provider Health Care Division prior to start of contract.

b.) CNAs

The CNAs shall report to the supervisor on duty at the assigned facility each day at the start and end of his/her shift.

The CNAs duties shall include, but not be limited to the following:

- Give patients sponge, and bed baths. Assist ambulatory patients with showers.
- Assist patients with toileting (e.g., position bedpans, escort patients to commode/urinals help with bladder and bowel training, etc.).
- Assist patients with dressing, grooming and personal hygiene activities (e.g., shave, shampoo hair, apply lotion to skin, trim nails, etc.).
- Assist patients with oral hygiene (e.g., brush teeth, care for dentures, etc.).
- Measure and accurately record intake and output on appropriate forms in the patient's record.
- Give enemas (soap suds, tap water, Fleet, and retention) under the supervision of the nurse.
- Collect stool, urine, and sputum specimens for analysis.
- Take temperature, pulse, respiration, blood pressure, height and weight; accurately record on appropriate forms in the patient's chart, and report all abnormal readings or sudden changes to the nurse.
- Document actions done for the patient and observations of the patient's condition and behavior in the patient's record on approved flow sheets.
- Documentation is in accordance with clearly defined parameters. Report abnormal and/or sudden changes in a patient's condition and/or behavior to the nurse.
- Position, lift, and transfer patients in and out of bed using special equipment, as necessary.
- Move and turn patients, assist and perform with range of motion exercises.
- Prepare patients for meals; pass trays after verifying that the meal is correct. Feed patients who are unable to or have difficulty feeding themselves.
- Make occupied and unoccupied beds.
- Perform routine treatment procedures as directed by the charge nurse.
- Apply oxygen via nasal cannula, simple mask, and/or nebulizer mask, at the direction of the charge nurse.
- Adhere to safety/infection control policies and procedures. Report unsafe equipment.
- Maintain a clean safe environment for patients and staff following standard infection control policies and procedures.

- Maintain the strictest confidentiality of all patient-related medical information.

c.) LPNs

The LPN shall report to the supervisor on duty at the assigned facility each day at the start and end of his/her shift.

Duties of the LPN shall include, but not be limited to the following:

- Conducts focused assessments of the health status of assigned clients.
- Plan nursing care episodes for clients with stable conditions.
- Provides basic nursing care to patients based on the plan of care and the physical, mental, and emotional needs of the patients. Notifies supervisor of any change in the patient's condition requiring revision of the medical treatment plan.
- In emergency situations when a physician is not present or not immediately available, notifies Supervisor and initiates appropriate measures, e.g., resuscitative measures in case of cardiac or respiratory arrest.
- Participates in the development of nursing care plans including the evaluation of the client's physical, dietary, and emotional needs, including the capacity for self-care, and additional conditions requiring medical attention.
- Administers prescribed medications including intramuscular and oral medications; observes patient for adverse reactions and notifies supervisor of any unanticipated finding. .
- Performs duties as assigned, such as admissions, transfers, discharge of patients, making appointments with clinics and laboratories for examination and treatment of patients. Performs other related duties incidental to the work described herein.
- Documents nursing care-utilizing SOAP note format, when appropriate.
- Works closely with other members of the treatment team in the formulation of a comprehensive plan of care
- Observes mental health patients closely, evaluating and recording any significant behavior and reaction patterns for psychiatrist's or team's use in re-evaluation of treatment plan.
- Provides nursing care for patients with psychiatric disorders and/or substance abuse disorders.

d.) RNs

The RN shall report to the supervisor on duty at the assigned facility each day at the start and end of his/her shift.

Duties of the RN shall include, but not be limited to the following:

- Perform comprehensive assessments involving extensive data collection (vital signs, lab, diagnostic test findings and physical exam) and interpretation on both an initial and ongoing basis.
- Detect missing or faulty client information.
- Through the application of nursing knowledge, skills and abilities, comprehends the clinical implications of their clients' signs, symptoms and changes, and determines if those are part of an expected, unexpected patient course or represent an urgent or emergency situation.
- Appropriate decision-making, critical thinking, and clinical judgment to make independent nursing decisions and establish nursing diagnoses.
- Use analyses and evaluations to plan and modify strategies of nursing care and nursing interventions both of which form the basis of the client's plan of care.
- Collaborates with health care team.
- Seeks clarification of orders when needed.
- Implements treatment and therapy, including medication administration, delegated medical and independent nursing functions.
- Evaluates the impact of nursing care, the client's response to therapy, the need for alternative interventions, and the need to communicate and consult with other health team members
- Documents nursing care-utilizing SOAP note format, when appropriate.
- Performs duties as required such as admissions, transfers, discharges, and making appointments with outside clinics and laboratories.
- Directs and instructs non-professional personnel in performing duties.
- Utilizes the physician orders and nursing standards of care related to redirecting behavior of mentally ill and the chemically dependent.
- Provides health teaching.
- Maintains a safe and therapeutic environment.

3. Service provider shall:

All work required under this contract shall be performed by the service provider(s) or its employees. The service provider(s) shall be responsible for the accuracy, completeness, and adequacy of any and all work and services performed under this contract. The service provider intentionally, voluntarily, and knowingly assumes the sole and entire liability (if such liability is determined to exist) to the service provider's employees and agents, and to any individual not a part to this contract for all loss, damage, or injury caused by the service provider(s), or the service provider(s) employees or agents in the course of their employment.

The service provider shall be responsible for payment of all applicable federal, state and county taxes and fees which may become due and owing by the service provider(s) by reason of this contract, including but not limited to, (a) income taxes, (b) employment related fees, assessments, and taxes, and (c) general excise taxes. The service provider is further responsible for obtaining all licenses, permits and certificates that may be required by reason of the contract, including but not limited to, a general excise tax license from the Department of Taxation, State of Hawaii.

The service provider(s) shall be responsible for securing any and all insurance coverage for the service provider and the service providers' employees and agents which is or may be required by law during the duration of this contract. The service provider shall further be responsible for payment of all premiums, costs, and other liabilities associated with securing said insurance coverage.

The service provider shall secure, at the service provider(s) expense, all personnel required to perform the services required by this contract. The service provider(s) shall ensure that the service providers' employees or agents are experienced and fully qualified to engage in the activities and services required under this contract, and that all applicable licensing and operating requirements imposed or required under federal, state or county law, and all applicable accreditation and other standards of quality generally accepted in the field of the activities of such employees and agents are complied with and satisfied.

The service provider shall be responsible to have all staff (CNA, LPN, and RN) have:

- Valid current Hawaii Nursing License or applicable certification.
- Minimum of 6 months of recent acute level nursing care experience

- Valid current State of Hawaii Driver's License
- Current CPR and AED certification card
- Current and annual TB clearance
- Current and annual bloodborne pathogen & infection control training
- Current and annual N-95 respirator fit testing and personal respirator
- Passed a criminal background check
- Disclosed any relationships with incarcerated individuals

The service provider(s) shall not assign or subcontract any of the service provider(s) duties, obligations, or interests under this contract without the prior written consent of the State. If the service provider(s) finds it necessary to subcontract some of the work herein, and the State consents to the subcontract, it is understood that no subcontract shall, under any circumstances, relieve the service provider of his obligation and liability under this contract with the State and all persons engaged in performing the work covered by this contract shall be considered employees of the service provider.

Further, the service provider(s) responsibilities shall include, but not be limited to the following:

- The service provider(s) shall comply with all pertinent provisions of the Occupational Safety and Health Act in order to provide safety controls for protection to the life and health of employees and other persons, for prevention of damage to property, materials, supplies, and equipment, and for avoidance of work interruption in the performance of this contract.
- The service provider(s) shall maintain an accurate record of, and shall report to the Health Care Division Administrator (HCDA) in the manner and on the forms prescribed by the facility, exposure data and all accidents resulting in death, traumatic injury, occupational disease and damage to property, materials, supplies, and equipment incident to work performed under this contract.
- The HCDA or designee will notify the service provider(s) of any noncompliance with the foregoing provisions and the action to be taken. The service provider(s) shall, after receipt of such notice, immediately take corrective action. Such notice, when delivered to the service provider(s) or their representatives at the site of the work, shall be deemed sufficient for the purpose. If the service provider(s) fails or refuses to comply promptly, the HCDA or designee may issue an order stopping all or part of the work until satisfactory corrective action has been taken. No part of the time

lost due to any such stop orders shall be made the subject claim for extension of time or for excess costs or damages by the service provider(s).

4. Supervisory Controls

The registered nurse independently plans, schedules, and provides comprehensive nursing skills with specific instructions for each client guided by provider orders and nursing practice standards. The LPN and CNA work under the supervision of a registered nurse. The nursing supervisor or designee will discuss the nursing assignment with the referred. Emergencies or unusual problems are reported to the supervisory nurse and physician, as appropriate. Work is subject to review during rounds. The HCDA is ultimately responsible for the operations.

The HCDA or designated representative will monitor the service providers and the service providers' nurses' and nursing assistant's compliance with the terms of this contract and evaluate the services performed. Unacceptable "professional nursing" practice will be evaluated by the HCDA or representative who may at any time suspend the nurse from performing the services under the provisions of this contract. The HCDA also retains the right of suspension or termination of privileges. Any such suspension shall not be subject to challenge by the Contractor or referred nurse.

All service provider's CNA, LPN, and RNs performing work for any correctional facility listed, shall be evaluated on their performance (Attachment D).

B. **Management Requirements (Minimum and/or mandatory requirements)**

1. **Personnel**

a. CNA

- First time CNA referrals must have 6 months of recent (within the last 3 years) nursing assistant experience gained within a hospital, long term care or similar skilled facility
- Knowledge of basic nursing skills (i.e., taking vital signs, measuring output, recognition of abnormal signs and symptoms, etc.);
- Knowledge of first aid;
- Knowledge of standard precautions and infection control;

- Understanding of body mechanics; principles
- Knowledge of the purpose and benefits of activities of daily living (i.e., eating/feeding, providing fluids, bathing, dressing, etc.);
- Knowledge of the purpose and benefits of restorative care (i.e., use and application of assistive devices, range of motion activities, etc.);
- Understanding of basic medical and nursing terminology;
- The ability to assist and participate in the activities of the treatment team;
- The ability to assess each patient's age specific needs;
- Independently provide age specific direct personal care services to a caseload of patients.
- Possess high level of professionalism with respect for the correctional environment without compromising professional ethics or standards.

b. LPN

- First time practical nurse referrals must have 6 months of recent (within the last 3 years) nursing experience gained within a hospital or similar acute care setting.
- Knowledge of nursing care principles, practices, and procedures is required to assess basic nursing needs of assigned general medical, surgical and psychiatric patients.
- Knowledge of nursing principles and procedures as applied in the psychiatric setting.
- Knowledge of personality development theories, for evaluating behavior and reaction patterns of patients.
- Knowledge of the Hawaii Revised Statutes related to Scope of Practice.
- Ability to perform EKG and to utilize suction equipment and nebulizer.
- Ability to effectively communicate on both a written and verbal level.
- Ability to participate in developing a nursing plan to meet the needs of assigned patients.
- Ability to recognize adverse signs and symptoms and to react swiftly in emergency situations including initiating resuscitative measures in case of cardiac or respiratory arrest.
- Knowledge of pharmaceuticals, their desired effects, side effects, and complications of their use.
- Strong medical/surgical background with the ability to apply strong psychiatric skills; strong assessment skills; shall have

maturity level with ability to function in all-male facilities; to be open, flexible, and nonjudgmental; and have the ability to provide health education.

- Basic Cardiac Life Support (BCLS) and Automatic External Defibrillator (AED) training
- Skill in operating specialized medical equipment, i.e., EKG machines, nebulizers, pulse oximeters, and suction equipment.
- General knowledge of a wide variety of medical disorders; e.g., general surgery, orthopedics, and gynecological; and the normal course of diseases anticipated complications, and indicated therapeutic.
- Possess high level of professionalism with respect for the correctional environment without compromising professional ethics or standards.

c. RN

- First time registered nurse referrals must have 6 months of recent (within the last 3 years) nursing experience gained within a hospital or similar acute care setting.
- Knowledge of the Hawaii Revised Statutes related to Nursing Practice
- Knowledge of ANA Code for Nurses
- Knowledge of ANA Correctional Nursing Standards
- Thorough knowledge of nursing principles practices, nursing standards of care, diagnoses and the ability to apply them in the synthesis of the biological, psychological and social aspect of the client's condition.
- Ability to critically think and make independent nursing decisions based on solid clinical judgment.
- Understanding of psychiatric nursing principals including an understanding of group process, and therapeutic communication skills.
- Highly developed interpersonal skills
- Knowledge of pharmaceuticals, their desired effects, side-effects and complications of their use
- Understanding of psychiatric nursing principals
- Ability to plan strategies of nursing care and interventions that are incorporated in the plan of care
- Implements treatments and therapy including delegated medical and independent nursing functions
- Maturity level with ability to function in an all-female or all-male facility; open and flexible; non-judgmental

- Ability to develop and utilize teaching plans in health education classes to inmates.
- Ability to use an EKG machine, suction equipment, nebulizers, and other diagnostic equipment, including phlebotomy equipment.
- Basic Cardiac Life Support (BCLS) and Automatic External Defibrillator (AED) training
- Ability to understand the specific health care needs of incarcerated people.

2. **Administrative**

Not applicable.

3. **Quality assurance and evaluation specifications**

The service provider shall a quality management plan, which demonstrates its organization's commitment to process improvement.

4. **Output and performance/outcome measurements**

Not applicable.

5. **Experience**

The service provider shall have a minimum of five (5) consecutive years of supplemental staffing business experience

6. **Coordination of services**

Not applicable.

7. **Reporting requirements for program and fiscal data**

Not applicable.

C. **Facilities**

Not applicable.

2.5 COMPENSATION AND METHOD OF PAYMENT

1. Pricing structure or pricing methodology to be used

- a. Pricing shall be based on unit of service pricing structure. The pricing shall include all taxes, shall be the all inclusive cost to the State, and no other charges will be honored.

2. Units of service and unit rate

- a. Pricing shall be based on a cost per hour service pricing. The rates submitted shall be subject to negotiation.

The service provider shall invoice the State at the unit price for the category of nurse (RN, LPN, CNA) requested by the facility. For example, if a facility requests an LPN and the service provider is unable to provide an LPN as requested, and instead provides an RN to meet the facility's need, the service provider shall bill the facility at the LPN rate and **not** at the RN rate, unless prior approval is received. Similarly if a facility requests a CNA and the service provider is unable to provide a CNA as requested, and instead provides an LPN to meet the facility's need, the service provider shall bill the facility at the CNA rate and **not** at the LPN rate.

Service provider shall submit monthly itemized invoices, original and three copies to the appropriate correctional facility at the address listed in Section 2. Invoices shall detail the services provided, by the number of nurses, number of hours of service provided per nurse, and any other pertinent invoicing information. Invoices shall be based on the contracted unit price per hour plus applicable costs for holidays.

A valid "Certificate of Vendor Compliance", must accompany the invoice for final payment .

- b. Statutory Requirements to Section 103-55, HRS

Applicants are advised that Section 103-55, HRS, provides that the services to be performed shall be performed by employees paid at wages not less than wages paid to public employees for similar work. Applicants shall complete and submit the wage certificate (Attachment C) by which applicant certifies that the services required will be performed pursuant to Section 103-55, HRS.

The State Licensed Practical Nurse II (HE-08) position, the State Registered Nurse III (SR-20), and the Para-Medical Assistant (HE-04) perform work similar to the work required herein. The current wage rates for these State positions are as follows:

\$15.74 /hour	PMA II (HE-04)
\$17.91 /hour	LPN II (HE-08)
\$33.05 /hour	RN III (SR-20)

Applicants are further advised that the State will allow increases to the contract price subsequent to bid opening since only the current wages of State employees performing similar work are known at the release of this solicitation. If the new wage rates to public employees are lower than the direct labor rate the nurses are being paid by the service provider, then the service provider shall not be allowed an increase. If applicable, the increase will only be applied to the direct labor rate (hourly rate paid to the nurses by the service provider) and to the affected federal and state requirements directly affected by the wage increase.

The service provider(s) shall be obliged to notify its employees performing work under this contract of the provisions of Section 103-55, HRS, and the current wage rate for public employees performing similar work. The service provider(s) may meet this obligation by posting a notice to this effect in the Contractor's place of business, which is accessible to all employees, or the Contractor may include such notice with each paycheck or pay envelope furnished to the employees.

3. Method of compensation and payment

Invoices (in triplicate) may be submitted on a weekly basis with copies of the assigned supplemental staff time sheets attached.

Section 3

Proposal Application Instructions

Section 3

Proposal Application Instructions

General instructions for completing applications:

- *Proposal Applications shall be submitted to the state purchasing agency using the prescribed format outlined in this section.*
- *The numerical outline for the application, the titles/subtitles, and the applicant organization and RFP identification information on the top right hand corner of each page should be retained. The instructions for each section however may be omitted.*
- *Page numbering of the Proposal Application should be consecutive, beginning with page one and continuing through for each section. See sample table of contents in Section 5.*
- *Proposals may be submitted in a three ring binder (Optional).*
- *Tabbing of sections (Recommended).*
- *Applicants must also include a Table of Contents with the Proposal Application. A sample format is reflected in Section 5, Attachment B of this RFP.*
- *A written response is required for **each** item unless indicated otherwise. Failure to answer any of the items will impact upon an applicant's score.*
- *Applicants are **strongly** encouraged to review evaluation criteria in Section 4, Proposal Evaluation when completing the proposal.*
- *This form (SPOH-200A) is available on the SPO website (see 1.2 Website Reference). However, the form will not include items specific to each RFP. If using the website form, the applicant must include all items listed in this section.*

The Proposal Application is comprised of the following sections:

- *Proposal Application Identification Form*
- *Table of Contents*
- *Program Overview*
- *Experience and Capability*
- *Project Organization and Staffing*
- *Service Delivery*
- *Financial*
- *Other*

3.1 Program Overview

Applicant shall give a brief overview to orient evaluators as to the program/services being offered.

3.2 Experience and Capability

A. Necessary Skills

The applicant shall demonstrate that it has the necessary skills, abilities, and knowledge relating to the delivery of the proposed services.

B. Experience

The applicant shall provide a description of projects/contracts pertinent to the proposed services.

1. The name of the firm or person, the principal place of business, and location of all of its offices;
2. The age of the firm and its average number of employees (LPNs and RNs) over the past two years;
3. The education, training, and qualifications of key members of the firm;
4. The names and phone number of up to five (5) clients who may be contacted, including at least two (2) for whom services were rendered during the preceding year; and
5. Any promotional or descriptive literature, which the firm desires to submit.

C. Quality Assurance and Evaluation

The applicant shall describe its own plans for quality assurance and evaluation for the proposed services, including methodology.

D. Coordination of Services

The applicant shall demonstrate the capability to coordinate services with other agencies and resources in the community.

E. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the proposed services. If facilities are not presently

available, describe plans to secure facilities. Also describe how the facilities meet ADA requirements, as applicable, and the special equipment that may be required for the services.

3.3 Project Organization and Staffing

A. Staffing

1. Proposed Staffing

The applicant shall describe the proposed staffing pattern, client/staff ratio and proposed caseload capacity appropriate for the viability of the services. (Refer to the personnel requirements in the Service Specifications, as applicable.)

The applicant shall provide information regarding the number of RN, LPN and CNAs currently employed per island.

2. Staff Qualifications

The applicant shall provide the minimum qualifications (including experience) for staff assigned to the program. (Refer to the qualifications in the Service Specifications, as applicable)

B. Project Organization

1. Supervision and Training

The applicant shall describe its ability to supervise, train and provide administrative direction relative to the delivery of the proposed services.

2. Organization Chart

The applicant shall reflect the position of each staff and line of responsibility/supervision. (Include position title, name and full time equivalency) Both the "Organization-wide" and "Program" organization charts shall be attached to the Proposal Application.

3.4 Service Delivery

Applicant shall include a detailed discussion of the applicant's approach to applicable service activities and management requirements from Section 2, Item 2.1, Scope of Work, including (if indicated) a work plan of all service activities

and tasks to be completed, related work assignments/responsibilities and timelines/schedules.

3.5 Financial

A. Pricing Structure

Applicant shall submit a unit price per hour per island (Oahu, Hawaii, Maui, Kauai) for one or more of the following:

- a. Hourly rate for RN hired for three to six months, minimum (long term hire)
- b. Hourly rate for LPN hired for three to six months minimum (long term hire)
- c. Hourly rate for CNA hired for three to six months minimum (long term hire)
- d. Hourly rate for RN hired to temporarily fill vacancies due to vacation leave or illness of State employees (temporary hire)
- e. Hourly rate for LPN hired to temporarily fill vacancies due to vacation leave or illness of State employees (temporary hire)
- f. Hourly rate for CNA hired to temporarily fill vacancies due to vacation leave or illness of State employees (temporary hire)

The unit price per hour shall be the direct labor rate paid to nurses by the service provider, excluding any differentials. The unit rate shall include all applicable ground and air transportation costs, housing cost, taxes and all other expenses for furnishing the services requested herein.

It is understood that the unit rate per hour plus the following holiday rate, when applicable, shall be the all-inclusive cost to the State:

Holiday rate (applicable to the holidays listed in the specifications): 1.5 times the unit rate

Shift differential pay shall not be honored by the State under this contract. Regular time is considered an eight (8) or 10-hour day based on the facility's work schedule, 40 hours per week, regardless of the shift.

All budget forms, instructions and samples are located on the SPO website (see Section 1, paragraph II Websites referred to in this RFP). The following budget form(s) shall be submitted with the Proposal Application: **(No Budget Forms Are Required For This RFP).**

3.6 Other

A. Litigation

The applicant shall disclose and explain any pending litigation to which they are a party, including the disclosure of any outstanding judgment.

Section 4

Proposal Evaluation

Section 4

Proposal Evaluation

4.1 Introduction

The evaluation of proposals received in response to the RFP will be conducted comprehensively, fairly and impartially. Structural, quantitative scoring techniques will be utilized to maximize the objectivity of the evaluation.

4.2 Evaluation Process

The procurement officer or an evaluation committee of designated reviewers selected by the head of the state purchasing agency or procurement officer shall review and evaluate proposals. When an evaluation committee is utilized, the committee will be comprised of individuals with experience in, knowledge of, and program responsibility for program service and financing.

The evaluation will be conducted in three phases as follows:

- Phase 1 - Evaluation of Proposal Requirements
- Phase 2 - Evaluation of Proposal Application
- Phase 3 - Recommendation for Award

Evaluation Categories and Thresholds

Evaluation Categories

Possible Points

Administrative Requirements

Proposal Application

100 Points

Program Overview	Not Applicable
Experience and Capability	Pass / no pass
Project Organization and Staffing	Pass / no pass
Service Delivery	Pass / no pass
Financial	100 Points

TOTAL POSSIBLE POINTS

100 Points

4.3 Evaluation Criteria

A. Phase 1 - Evaluation of Proposal Requirements

1. Administrative Requirements

2. Proposal Application Requirements

- Proposal Application Identification Form (Form SPOH-200)
- Table of Contents
- Program Overview
- Experience and Capability
- Project Organization and Staffing
- Service Delivery
- Financial (All required forms and documents)
- Program Specific Requirements (as applicable)

B. Phase 2 - Evaluation of Proposal Application (100 Points)

Program Overview: No points are assigned to Program Overview. The intent is to give the applicant an opportunity orient evaluators as to the service(s) being offered.

1. *Experience and Capability* (Pass / No Pass)

The State will evaluate the applicant's experience and capability relevant to the proposal contract, which shall include:

A. Necessary Skills

- Demonstrated skills, abilities, and knowledge relating to the delivery of the proposed services.

B. Experience

- Number of years of service delivery

C. Quality Assurance and Evaluation

- Sufficiency of quality assurance and evaluation plans for the proposed services, including methodology.

D. Coordination of Services

- Demonstrated capability to coordinate services with other agencies and resources in the community.

E. Facilities

- Adequacy of facilities relative to the proposed services.
- Office location in Hawaii

2. Project Organization and Staffing (Pass / No Pass)

The State will evaluate the applicant's overall staffing approach to the service that shall include:

A. Staffing

- Proposed Staffing: That the proposed staffing pattern, client/staff ratio, and proposed caseload capacity is reasonable to insure viability of the services.
- Staff Qualifications: Minimum qualifications (including experience) for staff assigned to the program.

B. Project Organization

- **Supervision and Training:** Demonstrated ability to supervise, train and provide administrative direction to staff relative to the delivery of the proposed services.
- **Organization Chart:** Approach and rationale for the structure, functions, and staffing of the proposed organization for the overall service activity and tasks.

3. Service Delivery (Pass / No Pass)

Evaluation criteria for this section will assess the applicant's approach to the service activities and management requirements outlined in the Proposal Application.

4. **Financial (100 Points)**

Applicants proposal budget is reasonable, given program resources and operational capacity.

To evaluate cost, a total of 100 points will be assigned to composite nursing service cost. In converting cost to points, the lowest cost proposal will receive the maximum number of points allocated to cost, 100 points. The point allocations for cost on the other proposals will be determined through the following method set out as follows:

Composite Unit Price for Nursing Services:

CNA-Temp hourly rate	*	.05	=	CNA _{temp}
CNA-Long term hour rate	*	.05	=	CNA _{long-term}
LPN-Temp hourly rate	*	.05	=	LPN _{temp}
LPN-Long term hour rate	*	.05	=	LPN _{long-term}
RN-Temp hourly rate	*	.45	=	RN _{temp}
RN-Long term hourly rate	*	.45	=	RN _{long-term}

Composite Unit Price = CNA_{temp} + CNA_{long-term} + LPN_{temp} + LPN_{long-term} + RN_{temp} + RN_{long-term}

(Lowest Composite Unit Price x 100 points) ÷ Applicant's Proposed Composite Unit Price = Allocated Points

- Adequacy of accounting system.

B. **Phase 3 - Recommendation for Award**

Each notice of award shall contain a statement of findings and decision for the award or non-award of the contract to each applicant.

Section 5

Attachments

- A. Proposal Application Checklist
- B. Sample Table of Contents
- C. Wage Certificate
- D. Employee Appraisal Forms

Proposal Application Checklist

Applicant: _____ RFP No.: _____

The applicant's proposal must contain the following components in the order shown below. Return this checklist to the purchasing agency as part of the Proposal Application. SPOH forms are on the SPO website.

Item	Reference in RFP	Format/Instructions Provided	Required by Purchasing Agency	Applicant to place "X" for items included in Proposal
General:				
Proposal Application Identification Form (SPOH-200)	Section 1, RFP	SPO Website*	X	
Proposal Application Checklist	Section 1, RFP	Attachment A	X	
Table of Contents	Section 5, RFP	Section 5, RFP	X	
Proposal Application (SPOH-200A)	Section 3, RFP	SPO Website*	X	
Hawaii Compliance Express Verification Certificate	Section 1, RFP	Hawaii Compliance Express SPO Website*		
Cost Proposal (Budget)				
SPO-H-205	Section 3, RFP	SPO Website*		
SPO-H-205A	Section 3, RFP	SPO Website* Special Instructions are in Section 5		
SPO-H-205B	Section 3, RFP,	SPO Website* Special Instructions are in Section 5		
SPO-H-206A	Section 3, RFP	SPO Website*		
SPO-H-206B	Section 3, RFP	SPO Website*		
SPO-H-206C	Section 3, RFP	SPO Website*		
SPO-H-206D	Section 3, RFP	SPO Website*		
SPO-H-206E	Section 3, RFP	SPO Website*		
SPO-H-206F	Section 3, RFP	SPO Website*		
SPO-H-206G	Section 3, RFP	SPO Website*		
SPO-H-206H	Section 3, RFP	SPO Website*		
SPO-H-206I	Section 3, RFP	SPO Website*		
SPO-H-206J	Section 3, RFP	SPO Website*		
Certifications:				
Federal Certifications				
Debarment & Suspension		Section 5, RFP		
Drug Free Workplace		Section 5, RFP		
Lobbying		Section 5, RFP		
Program Fraud Civil Remedies Act		Section 5, RFP		
Environmental Tobacco Smoke		Section 5, RFP		
Program Specific Requirements:				

*Refer to subsection 1.2, Website Reference for website address.

Proposal Application Table of Contents

1.0	Program Overview	1
2.0	Experience and Capability	1
	A. Necessary Skills.....	2
	B. Experience	4
	C. Quality Assurance and Evaluation	5
	D. Coordination of Services	6
	E. Facilities.....	6
3.0	Project Organization and Staffing.....	7
	A. Staffing.....	7
	1. Proposed Staffing.....	7
	2. Staff Qualifications	9
	B. Project Organization	10
	1. Supervision and Training	10
	2. Organization Chart (Program & Organization-wide) (See Attachments for Organization Charts)	
4.0	Service Delivery.....	12
5.0	Financial.....	20
	See Attachments for Cost Proposal	
6.0	Litigation.....	20
7.0	Attachments	
	A. Cost Proposal	
	SPO-H-205 Proposal Budget	
	SPO-H-206A Budget Justification - Personnel: Salaries & Wages	
	SPO-H-206B Budget Justification - Personnel: Payroll Taxes and Assessments, and Fringe Benefits	
	SPO-H-206C Budget Justification - Travel: Interisland	
	SPO-H-206E Budget Justification - Contractual Services – Administrative	
	B. Other Financial Related Materials	
	Financial Audit for fiscal year ended June 30, 1996	
	C. Organization Chart	
	Program	
	Organization-wide	
	D. Performance and Output Measurement Tables	
	Table A	
	Table B	
	Table C	
	E. Program Specific Requirements	

WAGE CERTIFICATE

FOR SERVICE CONTRACTS

Subject: ~~IFB~~/RFP No.: PSD 13-HCD-21

Title of IFB/RFP: NURSING SERVICES at CORRECTIONAL FACILITIES

STATEWIDE

Pursuant to Section 103-55, Hawaii Revised Statutes (HRS), I hereby certify that if awarded the contract in excess of \$25,000, the services to be performed will be performed under the following conditions:

1. All applicable laws of the federal and state governments relating to workers' compensation, unemployment compensation, payment of wages, and safety will be fully complied with; and
2. The services to be rendered shall be performed by employees paid at wages or salaries not less than the wages paid to public officers and employees for similar work, with the exception of professional, managerial, supervisory, and clerical personnel who are not covered by Section 103-55, HRS.

I understand that failure to comply with the above conditions during the period of the contract shall result in cancellation of the contract, unless such noncompliance is corrected within a reasonable period as determined by the procurement officer. Payment in the final settlement of the contract or the release of bonds, if applicable, or both shall not be made unless the procurement officer has determined that the noncompliance has been corrected; and

I further understand that all payments required by Federal and State laws to be made by employers for the benefit of their employees are to be paid in addition to the base wage required by section 103-55, HRS.

Offeror _____

Signature _____

Title _____

Date _____

State of Hawai'i

EMPLOYEE PERFORMANCE APPRAISAL

HRD 526 (7/01)

Section #1			
Name of Employee		Position Title	
Social Security No.	Position No.	Salary Range/Step	Bargaining Unit
Department		Division/Branch	

Section #2	PERFORMANCE APPRAISAL CATEGORIES & EXPECTATIONS (Complete this section by the <u>beginning</u> of the rating period.)		
a. Goals/Projects: List any specific goals/projects, unless noted on other documents, to be accomplished during this rating period.			
Supervisor's Signature		Date	
b. Supervisor's discussion with employee: My current job description, job related performance requirements, and the Performance Appraisal System process have been discussed with me. I received a copy of the PAS Summary for Employees.			
Employee's Signature		Date	

Section #3	OVERALL RATING (Complete at the <u>end</u> of the appraisal period)		
Appraisal:	Appraisal Period:		
<input type="checkbox"/> Initial Prob	<input type="checkbox"/> New Prob	<input type="checkbox"/> Annual	<input type="checkbox"/> Partial Annual
		From:	To:
		<input type="checkbox"/> <i>Exceeds Expectations</i>	
		<input type="checkbox"/> Meets Expectations	
		<input type="checkbox"/> Does Not Meet Expectations	

Section #4				SIGNATURES UPON COMPLETION OF PERFORMANCE APPRAISAL			
Employee's Acknowledgement/Comments: My performance for the rating period has been discussed with me. I understand that I may rebut this rating by attaching my comments. My signature does not necessarily mean agreement. (Check if comments attached.) <input type="checkbox"/> <div>Employee's Signature</div> <div>Date</div>				Supervisor's Certification:			
				This rating was discussed with the employee on the following date:			
				Supervisor's Signature		Date	
				Signature of Reviewing Officer		Date	
		Signature of Appointing Authority		Date			

**SUMMARY INSTRUCTIONS FOR COMPLETING THE
EMPLOYEE PERFORMANCE APPRAISAL FORMS, HRD 526, 527, 528, and 529**

(Refer to Performance Appraisal System Supervisory Manual, Revised July 2001, for more detailed information)

Section #1: • Review preprinted information for errors. Check with your Departmental Personnel Office before changing/adding information.

Section #2: Phase 1 - Performance Planning, Communication of Performance Expectations/Requirements, and Goals/Projects

- List any special goals/projects (related to employee's class of work), to be completed during the rating period. If additional goals/projects are set during the rating period or original goals/projects are changed, discuss them with your employee at the time.
- Additional categories (i.e., "Optional" categories) may be selected if they apply to the employee's position by placing a checkmark (✓) in the appropriate boxes before meeting with the employee. Blue-collar non-supervisory workers should be rated on Performance Categories 1-5 only (i.e., "Fixed" categories), unless you strongly feel some of the "Optional" categories are applicable.
- Meet with the employee at the beginning or shortly after the start of the rating period to discuss how the PAS works. Explain the Performance Categories and your expectations/requirements to the employee. Explain how the employee can get an "Exceeds Expectations" rating.
- Inform the employee that if he/she gets a "Does Not Meet Expectations" rating in even one "Significant Category," noted by asterisk ("*"), the "Overall Rating" will be "Does Not Meet Expectations".
- *Ask employee to sign.¹*

Sections

#5 & 6: *Phase II - Performance Monitoring and Coaching*

- Observe, monitor, and coach the employee throughout the rating period.
- Talk to the employee throughout the rating period about his/her work performance.
- Record on the Supervisor's Discussion Notes Form, HRD 529, (SDN) significant incidents of outstanding and/or substandard work performance. If the notes describe performance problems/deficiencies, be sure to follow the steps in the PAS Supervisory Manual under "Documentation." Discuss these notes with the employee and ask him/her to initial the form.¹ Give the employee a copy of any notes describing performance problems/deficiencies.
- Encourage the employee to talk with you throughout the rating period about any job-related questions or concerns.

Sections

#3, 4, 5: *Phase III - Completion of the Appraisal*

- Review the following and other relevant documents, which can help you to objectively rate the employee.
 - * Performance expectations/requirements established in Phase I, Performance Planning.
 - * Performance Categories, especially the Significant Categories of Quality & Quantity & Timeliness.
- * Supervisor's Discussion Notes (HRD 529).
 - * Conditions beyond the employee's control that may have affected the employee's performance.
- Complete Section #3, "Overall Rating," based on the Final Ratings for the "Significant Categories."
 - * An Overall "Exceeds Expectations" rating must be supported by notes on the SDN.
 - * An Overall "Does Not Meet Expectations" may not be given unless the employee was first given a "Notice to Improve Performance" and given a reasonable period, up to three months, to bring the employee's performance to a satisfactory level.
 - * You may use the "Supervisor's Comments" column to make any general employee performance comments.
- Set up a meeting with your employee to discuss the rating.
 - * Encourage feedback from your employee.
- * Allow the employee to make written comments or a rebuttal on a separate sheet.
 - * *Have the employee sign Section #4.¹*
- Begin Phase I again for the next rating period.
- Give the employee a copy of the appraisal forms after the Reviewing Officer and the Appointing Authority sign the form.

¹ In phases I, II, & III, if the employee does not wish to sign/initial the form, note: "Employee does not wish to sign/ initial." You may ask a witness to date/sign, if necessary. Be careful the witness does not see confidential information.

Appraisal Period: From: _____ To: _____					
Name of Employee _____		Social Security No. _____			
Section #5	PERFORMANCE CATEGORIES FOR SUPERVISORS	FINAL RATING		SUPERVISOR'S COMMENTS At the end of the rating period, use this column to make any general comments on the employee's performance.	
(BLUE COLLAR; WHITE COLLAR; REGISTERED PROFESSIONAL NURSE; INSTITUTIONAL, HEALTH & CORRECTIONAL WORKER; FIREFIGHTER; PROFESSIONAL & SCIENTIFIC)		Expectations			
Significant Categories are noted by “*”		Exceeds	Meets		Does Not Meet
*QUALITY OF WORK UNIT OUTPUT 1 Usually: work unit completes assigned work in accordance with work expectations. For example, work unit output is usually accurate, neat, and/or complete.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
*QUALITY & TIMELINESS OF WORK UNIT OUTPUT 2 Usually: work unit produces amount of work expected; completes work on schedule.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
THE CATEGORIES BELOW MAY AFFECT THE RATINGS FOR QUALITY, QUANTITY & TIMELINESS					
SUPERVISION 3 Usually: monitors work unit progress, provides adequate direction, training, and coaching to staff; takes/recommends the appropriate corrective and/or disciplinary action when needed; provides needed help and/or training for employees with performance problems; encourages career growth for staff members; and/or provides equal opportunity/treatment in all aspects of supervision.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
APPRAISING SUBORDINATES 4 Usually: follows performance appraisal policies, guidelines, and procedures; communicates performance expectations at the beginning of the rating period; oversees and monitors employee performance; and/or rates subordinates (or recommends ratings) objectively, on time, and on work expectations.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PLANNING, ORGANIZING, SETTING PRIORITIES 5 Usually: prioritizes assignments satisfactorily to minimize crisis situations; shows foresight to prevent potential problems and works in contingencies when making short- and/or long-range plans; proposes and reviews benchmarks to monitor work progress and makes work plan adjustments as needed; and/or follows up on assignments.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
RELIABILITY & INITIATIVE 6 Usually: accepts responsibility; is flexible and, when requested, adjusts to varying job situations; and/or initiates work independently, as required for the job.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section #5 (Page 2) PERFORMANCE CATEGORIES FOR SUPERVISORS	Exceeds	Meets	Does Not Meet	0 SUPERVISOR'S COMMENTS
RELATIONSHIPS WITH OTHERS Usually: works well with supervisor, team members, and/or others on assignments; 7 accepts suggestions for improvement; is cordial when serving the public; and/or provides information, help, and/or coverage to others when needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
SAFETY & USE OF EQUIPMENT 8 Instructs and monitors subordinates to follow safety rules and regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CHECK ADDITIONAL CATEGORIES BELOW IF APPLY TO EMPLOYEE				
<input type="checkbox"/> FINANCIAL/BUDGET Usually: prepares budget/financial plans according to rules/policies/deadlines; tracks and adheres to budget; makes sound decisions that consider cost/benefit; shows innovation in reducing expenses; and/or maximizes resources and minimizes costs in achieving objectives. 9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> MISSION COMMITMENT Usually: displays understanding of mission and goals of the department and/or work unit; and/or positively reinforces, supports, and pursues the attainment of established goals. 10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> COMMUNICATION Usually: demonstrates oral and/or writing skills required for the job; and/or demonstrates open communication by sharing information and encouraging subordinate participation/feedback. 11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> JOB KNOWLEDGE Usually: demonstrates knowledge of theoretical, practical, and/or routine aspects of present job in accordance with work expectations; works with minimal direction; applies the correct instructions, guidelines, policies, procedures, and rules to assigned work; remains up-to-date on current trends in the profession; offers ideas, concepts, techniques, and/or creative solutions; and/or seeks new approaches to simplify and/or improve procedures, techniques, and processes. 12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> PROBLEM SOLVING & DECISION MAKING Usually: identifies and clearly defines problems as they occur; accumulates and analyzes relevant information; uses discretion/judgement to select workable solutions to problems; presents alternative solutions when making recommendations; and/or gets opinions of others, when needed. 13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/> OTHER (Add, if needed) 14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

[illegible]